



# **Military Health Systems (MHS) Human Capital Best Practices**

- ☐ Army
- ☐ Navy
- ☒ Air Force
- ☐ PHS
- ☐ VA

**Best Practice Title: Air Force Master Clinician & Master Researcher**

**Purpose of this document:** Best practices related to human capital and health care are being identified in the services. When an effective practice is identified, the MHS Human Capital Office or one of it's affiliated tri-service working groups will interview Points of Contact familiar with the best practice and create an executive summary so other services can see, at a glance, practices that may be beneficial to them. The MHS Human Capital Office will make these best practices available to all services, to recognize hard work and innovation and help the other military services benefit from it.

**If you know of an innovative or best practice in your organization that you would like to see highlighted and recognized, please contact:**

**Jennifer Anderson, MHS Office of Human Capital**

## Executive Summary

**Description/Summary:** Career paths, called “Master Clinician” and “Master Researcher” were created to enable nurses to be promoted to the rank of Colonel without having to serve in a command position. In order to qualify for these career paths nurses must have 15+ years of experience and at least a masters degree.

### Reason the Practice was implemented:

Nurses are critical to the organization and, due to a national shortage of nurses, it has been difficult to recruit and retain nurses and costly to replace them when they do leave. In the midst of this challenge, the military model has made it impossible for nurses to be promoted and recognized without serving in command positions, which removes them from clinical and teaching settings. Alternate career paths were created to keep nurses at the bedside treating patients and mentoring newer nurses. These career paths make it possible for nurses to be promoted to Colonel without serving at a command.

## Best Practice: Air Force Master Clinician Master Researcher

### Challenges:

It took 5 years to get the board to understand and buy into the idea. The program started small with 5 billets and there are now 30 billets.

### Outcome:

Program is new and outcome is still being determined

### Stakeholders:



Maj Gen Siniscalchi (AF Chief Nurse) & Col Donnalee Sykes (AF/SGN Office) were champions

### Resources Needed:



A strategic planning committee was established to plan and implement the effort – the committee included 20 senior nurses



**For additional questions or to suggest a best practice, please email the MHS Office of Human Capital:**

[humancapitalofficeideas@tma.osd.mil](mailto:humancapitalofficeideas@tma.osd.mil)

